

A Strategic Plan for Information Services

"The Digital Retrofit"

County of Marin

November, 2000



Prepared by the Information Services Strategic Planning Committee (ISSPC)

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Table of Contents

TABLE OF CONTENTS.....	2
FOREWORD: LETTER FROM THE DIRECTOR OF INFORMATION SYSTEMS.....	1
I. EXECUTIVE SUMMARY	3
II. BACKGROUND	5
A. INTRODUCTION.....	5
B. COUNTY MISSION AND GOALS	6
C. INFORMATION SERVICES AND TECHNOLOGY CHARTER (1995); <u>UPDATED 10/2000</u>	7
D. GETTING TO E-Gov	7
III. ORGANIZATIONAL VALUES FOR TECHNOLOGY INVESTMENT	8
1. IMPROVED PUBLIC SERVICE.....	8
2. INCREASED OPPORTUNITIES FOR EMPLOYEE DEVELOPMENT AND PRODUCTIVITY.	8
3. ENHANCED COLLABORATION BETWEEN DEPARTMENTS AND GREATER INTEGRATION AMONG COUNTY INFORMATION RESOURCES.	8
4. PRESERVATION, PROTECTION AND MODERNIZATION OF OUR CORE BUSINESS INFRASTRUCTURE AND CAPACITY. .	9
5. PROMOTE SUSTAINABILITY.	9
6. IMPROVE THE PUBLIC'S TRUST IN COUNTY GOVERNMENT.....	9
IV. STRATEGIC TECHNOLOGY GOALS.....	10
GOAL 1. DIRECT CITIZEN/BUSINESS INTERACTION WITH E-Gov	10
GOAL 2. THE NEW COUNTY WORK PARADIGM.....	10
V. IST TECHNOLOGY OBJECTIVES	11
OBJECTIVE 1. E-Gov	11
OBJECTIVE 2. RECORDS MANAGEMENT.....	11
OBJECTIVE 3. APPLICATIONS MODERNIZATION	11
OBJECTIVE 4. INFRASTRUCTURE MODERNIZATION	11
OBJECTIVE 5. IT POLICIES, SUPPORT AND TRAINING.....	12
VI. IST TECHNOLOGY ACTION PLANS.....	13
OBJECTIVE 1-E-Gov	13
OBJECTIVE 2-RECORDS MANAGEMENT	14
OBJECTIVE 3-APPLICATIONS MODERNIZATION.....	16
OBJECTIVE 4-INFRASTRUCTURE MODERNIZATION.....	21
OBJECTIVE 5-IT POLICIES, SUPPORT, AND TRAINING	24
VII. EXHIBITS	27
EXHIBIT 1-RELATIONSHIP OF ISSPC PROJECTS TO COUNTY GOALS.....	27
EXHIBIT 2-ANALYSIS OF 3 YEAR COSTS	28

Foreword: Letter from the Director of Information Systems

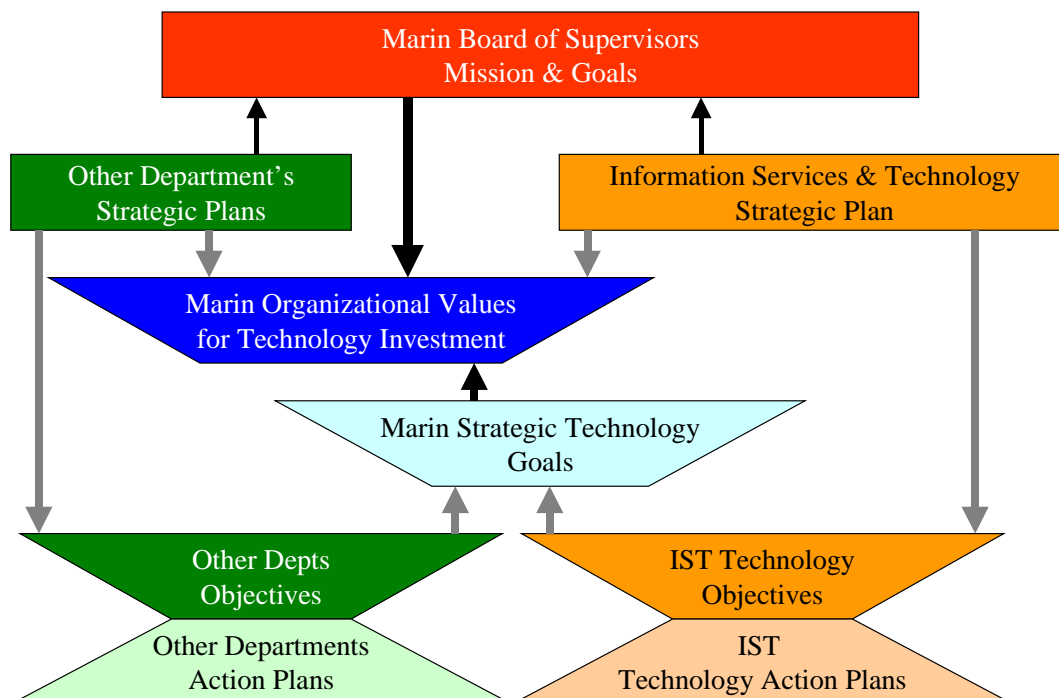
With all the hype surrounding E-government, the biggest challenge for the ISSPC committee was how to start the technology strategic planning process and develop a plan that was meaningful, yet still achievable within government parameters. I am very pleased with the resulting document. I appreciate the efforts of the committee members and in particular the staff members from the County Administrator's Office (CAO) and Mr. John Martin of my staff whose vision and contributions were most valuable.

Our focus was twofold:

- A. Make sure Marin was on the right track:** We reviewed and evaluated what other counties and government institutions were doing in developing their strategic plans. We invited speakers from both private and government agencies to talk to us about their technology goals. We reviewed countless articles and publications all heralding the “E-Gov” phenomena.
- B. Make sure our IS Strategic Plan was comprehensive:** Committee members spent several weeks identifying the current status and plans of technology within the County of Marin. We assimilated their plans and defined common activities. We reviewed the goals and mission statements prepared by the Board of Supervisors (BOS). We attempted to put all of these ideas into a framework that governs our projects in compliance with the County’s long term goals.

This plan presents a creative and challenging course of direction. It will require the BOS, the CAO, and the Department Heads to be bold in their vision and circumspect in their actions.

The strategic plan framework:



Foreword: Letter from the Director of Information Systems cont.

Throughout this report, two fundamental themes are constantly interacting:

Citizens, constituents, and businesses will increasingly expect to interface with government electronically.



Government will need to change its structure, its culture, and its operation to be responsive.

Any strategic plan, particularly in the technology field will be dynamic in nature and so it is important that we: keep the plan current; measure our performance; and report on our progress. These tasks are included in Objective 5: IT Policies, Support and Training.

This plan envisions a "digital retrofit" to bring County technology resources, both human and hardware, up to the level needed to support the governance of Marin County in the new millennium.

Finally, an IS plan of this magnitude, notwithstanding its visionary predictions, must be financially prudent! This investment in technology must be the catalyst to improve our productivity and reduce our costs. To assume otherwise would be irresponsible.

After you have read this document, I hope that you will find our analysis complete, our thinking coherent, and the plan compelling.

Ben Dresden

Director, Information Services and Technology Department

October, 2000

I. Executive Summary

The Information Services Strategic Plan Committee (ISSPC) is a committee of departmental representatives appointed by the County Administrator. This committee has prepared a three-year strategic plan for Marin County Information and Internet services. The planning process began with the identification of six guiding values. Those values are:

1. Improved Public Service
2. Increased opportunities for Employee Development and productivity
3. Enhanced collaboration between departments and greater Integration among County information resources
4. Preservation, protection and modernization of our core business infrastructure and capacity.
5. Promote Sustainability
6. Improve the public's trust in county government.

The discussion of these values was distilled into two overarching goals. The strategic plan is derived from these two goals:

Goal 1. Direct Citizen/Business Interaction with E-Gov.

Every citizen and business can directly interact with Marin Government services and have access to all public information, access to all public democratic processes and access to many, if not most, governance functions (payments, permits, etc.) via the Internet.

Goal 2. The New County Work Paradigm

Every County Employee can directly interact with Marin Government Services and , where appropriate, perform their job at anytime, from anyplace with effective security; with proper training to utilize the technology efficiently; and with the cultural reorganization to promote a single point of contact for services.

These two goals are supported by five objectives and thirty tasks.

The five objectives encompass the following:

1. E-Gov Implementation
2. Records Management
3. Applications Modernization
4. Infrastructure Modernization
5. Information Technology Support Policies and Procedures.

These goals and objectives are consistent with the Mission, Goals and Values adopted by the Board of Supervisors for the County organization.

Executive Summary continued

The thirty tasks are outlined in charts beginning on page 13 of this report. The chart provides a listing of the resources necessary to implement the Strategic Plan. The total estimated net cost for plan implementation is \$10.7 million. The total first year costs are \$1.6 million. Second year costs are estimated at \$4.2 million with the third year estimated at \$4.9 million. Most of these costs are attributable to additional personnel. The Plan proposes the addition of 39 full time equivalent employees over the three years.

Action Requested: The Administrator and the Board of Supervisors are requested to:

1. Concur and approve the values, goals, and objectives outlined in this report.
2. Support adherence to the plan by all County departments.
3. Concur and support the implementation of the Action Plans over a three-year period as outlined.
4. Approve and authorize funding of the Action Plan as outlined.

This report is respectfully submitted by the members of the Committee:

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Jane Chopson

Ben Dresden

Mike Gridley

Alex Hinds

Don Hunter

Tim Little

Andrea Riesenfeld

Chris Schuepbach

II. Background

A. Introduction

A strategic plan guides the achievement of certain goals and objectives. A strategic plan does at least three things:

- Describes how to reach the goals and objectives that have been set.
- Takes into account the organizational mission and values
- Guides the allocation and deployment of human and financial resources

This is a three-year plan for the deployment of information and internet services for the County of Marin. That deployment is not a goal for its own sake but rather deployment in the service of the “mission” of the County. This plan is unique because strategic plans for information services are rare and because of the “team” approach to the task.

Background

The "strategic plan initiative" grew out of a more limited effort to prioritize expenditures for information services. The County Administrator commissioned the Information Systems Strategic Planning Committee (ISSPC) to take a broader perspective and look several years into the future. The members were chosen to be representative of all County departments. Included were representatives from law enforcement (the Sheriff's Office and Office of the District Attorney, from the Finance and Taxation Departments (Assessors' Office and the Auditor-Controller) and from the Community Development Agency representing those Departments providing municipal services and dealing with land use. Also represented was the Health and Human Services Agency which is the largest County department and the County Library which is uniquely positioned to bring information and internet services to the public.

ISSPC conducted their work in a participatory and transparent manner. To that end, decisions were made at the meetings and as a group. ISSPC determined early on that “E-Gov” was an essential goal within the strategic plan and established a subcommittee that included further representation from County departments. This sub-committee reported back to ISSPC at each meeting. The sub-committee has produced a separate report focusing specifically on E-Gov implementation. ISSPC conducted a survey of County departments to determine the current status of information services within the departments and to identify plans for the future. ISSPC also reviewed strategic plans prepared by other government agencies (although few exist for information services) and ISSPC heard presentations from industry and a nearby county as to the state of the art in both private and government settings.

The strategic planning work for the Information Services and Technology Department was conducted within the context of the Board of Supervisor's adopted “mission, goals and values” for the County of Marin. The “values” proposed by ISSPC derive from the Countywide “Mission and Goals Statements.” These values were in turn reduced to two strategic goals. The two goals are supported by five objectives and thirty specific projects.

The Next Steps

Finally, the Plan includes a timeline and proposed implementation schedule. This schedule considers the resources available and gives a clear picture of what it will take to produce the desired outcomes (please see Appendix). The next step in the process is to integrate the strategic plan with the County's anticipated "Performance Based Budgeting" process. Performance Based Budgeting is budgeting that measures outcomes rather than focusing upon the resources used in a process. It is accomplished through the development of observable/measurable objectives and formalized feedback or measurement mechanisms. The strategic plan lends itself to this approach.

ISSPC has agreed to continue to meet over the next two years and take on the responsibility for monitoring implementation of the Plan and for overseeing the integration of the plan into the Performance Based Budgeting process.

B. County Mission and Goals

1. Mission

The mission of the County of Marin is to provide excellent services that support healthy, safe and sustainable communities; preserve Marin's unique environmental heritage, and encourage meaningful participation in the governance of the County by all.

2. Goals

- To demonstrate a genuine desire to serve the public by treating all persons with courtesy and respect, by providing efficient competent services to the whole community, and by effectively and responsibly using taxpayer dollars.
- To promote a sustainable future for Marin County, benefiting present and future generations by encouraging balanced communities where residents have opportunities to enjoy a high quality of life with adequate and diverse employment, housing, transportation services; cultural, recreational, safety and health services; and, a beautiful and clean environment.
- To manage Marin County's resources and personnel in a manner that responds to community priorities, focuses on delivery of high quality services and fulfills the County's responsibilities as a political subdivision of the State.
- To recognize Marin County's role in actively participating in partnerships with our cities, towns and other counties; local businesses and public interest organizations; and, state and federal levels of government.
- To recognize and support professional excellence and development among employees and provide a system of management that welcomes innovation and responds efficiently and effectively to public needs.

C. Information Services and Technology Charter (1995); Updated 10/2000

1. Mission

As directed by the Board of Supervisors, to assist County departments individually and collectively in achieving their business goals by the effective deployment of Information Services (IS) and telecommunications technologies.

The Information Systems and Technology Department is responsible for processing, maintaining, and ensuring the security of the County's business applications on the appropriate hardware and software platforms in accordance with the County's strategic plans.

2. Goals

- Establish action plans for the deployment of IS services and facilities for the County of Marin.
- Establish and maintain standards and guidelines for the acquisition and use of IS hardware, software, and network facilities for the County of Marin.
- Insure the integrity and security of all information and data residing on IS equipment in accordance with State, Federal and Local regulations.
- Provide a sophisticated and comprehensive E-Gov platform that supports departmental objectives and enhances public access to County information.
- Build and maintain a superior County infrastructure to support the County's business requirements

D. Getting to E-Gov

Electronic Government or E-Gov is *"the process whereby electronic technology is used to facilitate government operations."*

Usually, when you hear "E-Gov" someone is speaking of the Internet. However, it really refers to the whole package of cultural, technical infrastructure, office automation and business applications necessary to deliver services and information directly to any point at any time.

E-Gov is more of a philosophical construct than a reality at present. This concept will grow and change rapidly over the next three years as the public tests the extent to which they are comfortable with direct interaction and governments test the extent to which they are willing to change.

The following goals exemplify the state in which the County of Marin wishes to exist if proper investment is made in technology over the next three years. They signify a dramatic paradigm shift in the way the County relates to its citizens and work force. They offer a significant technological and cultural challenge to our organization.

III. Organizational Values for Technology Investment

Investments in technology should result in:

1. Improved public service.
2. Increased opportunities for employee development and productivity.
3. Enhanced collaboration between departments and greater integration among county information resources
4. Preservation, protection and modernization of our core business infrastructure and capacity.
5. Promote sustainability
6. Improve the public's trust in County government.

1. Improved public service.

Technology allows for an "information anywhere" environment, removing numerous and significant barriers to information for everyone. This results in potential access to a broad range of information by the public as well as by County employees. The most significant outcome is the proposed E-Gov web site for Marin County. The site would provide interactive access to many County functions and transactions 24 hours a day, 7 days a week.

The goals anticipated include: a one-stop approach to County services; quicker response to requests for services; unsurpassed accessibility to service and information, any time, any place; connectivity to other related information sources; ability to overcome barriers, including accessibility issues; provision of long distance learning efforts; and opportunities for employees to work from technology hubs or from their home.

2. Increased opportunities for employee development and productivity.

The employee is the single most important resource to the County. Technology has the potential to empower this resource and provide County employees with the tools and training necessary to realize the most significant benefit for the residents and visitors of Marin. As is true with any task, one must choose, and have access to, the right tool for the right job.

Appropriate technologies will enable the employee to realize technological proficiency; establish realistic and achievable expectations and minimum standards; allow for subject training using technology; suggest incentives to change existing processes using technologies; support innovative solutions for the recruitment, hiring, retention and training of exceptional employees, and the accompanying required change in culture around the way work is done. Top level management must see opportunities and value technology. Employees must see their job as a knowledge worker and learn to work with data and information.

3. Enhanced collaboration between departments and greater integration among County information resources.

Citizens and businesses will be able to find a single point of contact for their information request or business contact, and proceed with their task on an outcome driven integration of County services. This concept, "one-stop-shopping," will require both technological support and a cultural change within the County. Information must be accessible inter- and intra-departmentally. Implementation will enable County staff, citizens and businesses to access

information and services across departments, across jurisdictions and across business partners, transparently, including non-profits and contractors.

In addition to this integration of data and services, County staff, citizens and businesses will be able to access information by subject across many forms of media, including e-mail, voice-mail, electronic documents and spreadsheets, images of records, database contents, audio and video recordings, etc.

4. Preservation, protection and modernization of our core business infrastructure and capacity.

Regardless of whether or not the County chooses to embrace and implement new technologies, there exists a core infrastructure upon which we depend, on a daily basis. This includes operations from issuing paychecks, to the issuance of payments under general assistance, to our phone system and our financial and payroll systems. These "legacy" systems require a commitment of resources for ongoing maintenance, as well as for mandatory, periodic enhancements.

Should the County choose to implement this strategic plan, as recommended, the core business infrastructure will need significant improvements, on an ongoing basis, to meet the demands of existing and emerging external platforms and applications. This includes appropriate security and confidentiality standards for the various processes which are in use; 24/7 capabilities and support; adequate help-desk and network support; growth responsive to the business needs of the County; system standards and uniformity for networked systems, software, hardware and, most importantly, data entry.

5. Promote sustainability.

Marin County and the Bay Area are feeling the pains of growth and success. Resources are no longer infinite, as once believed. As a result, there has been an overall approach, as recognized by the Board, to maximize the utility of existing resources, and minimize the impact on our environment and county infrastructure as much as possible. Additionally, the County will likely realize some 25% of its workforce retiring in the next five years. There is significant probability that the majority of new employees will not be local residents of Marin, but rather as a result of soaring real estate prices, will commute from farther distances from the Civic Center. Thus, the County must rethink the way it does business to mitigate the traffic problems endemic to our region.

Actions that will promote sustainability include making telecommuting available; implementing records management programs to enable the "information anywhere concept" and reduce the use of paper; make more efficient and creative use of existing office space through sharing of space, 24/7 staffing and offsite offices; increasing productivity through the use of technology, or doing more with less and using attrition to realize a reduction in the County's workforce; reuse/rotate the use of existing office space; and realize a reduction in traffic to the Civic Center through the offering of services and information online.

6. Improve the public's trust in county government.

Within the last thirty years, national incidents have eroded the public's confidence and trust in government. Our citizens expect County government to use technology to reach the public. This is especially the case in Marin, home to an affluent, technologically minded, and involved, citizenry. The County would be remiss to ignore this vital communication tool that has been explored and established by the private sector to rebuild the public's trust in Marin County government.

Through implementation of this strategic plan, technology could improve the public's trust in county government through the development of a cohesive image across County departments that is initiated through the E-Gov web site, and then integrated through the balance of the organization; supporting viable government transactions via the internet; marketing the County's accomplishments in technology; improving access to county government via technology; improving County responsiveness; providing "one-stop-shopping;" using media to communicate directly with citizens; making County processes transparent and understandable to stakeholders; using the internet to gather feedback; using the online image to recruit employees; and by bringing government into the community – "anywhere information."

IV. Strategic Technology Goals

Goal 1. Direct citizen/business interaction with E-Gov

Every citizen and business can directly interact with Marin government services and have:

- Access to all public information (all documents, data, images, etc.)
- Access to all public democratic processes (hearings, agenda creation, etc.)
- Access to many, if not most, governance functions (payments, permits, etc.)

Goal 2. The new County work paradigm

County employees can directly interact with Marin government services and perform their job:

- At any time from any place with appropriate security*.
- With proper training to utilize the technology efficiently
- With the cultural reorganization to promote a single point of contact for services.

In the balance of this document, we will deal primarily with the technology objectives that Information Systems and other Marin departments must meet in order to support these goals. There are several additional, organizational, goals that must also be met to obtain the results desired. It will be necessary for each department, as they review their strategy for the future, to define how they will meet the Organizational Values for Technology Investment and Strategic Technology Goals defined in this report.

*Some activities may not lend themselves to such flexibility.

V. IST Technology Objectives

Normally, in a planning document, each goal has its own set of objectives. However, given the common infrastructure that must exist to accomplish both goals, the objectives are given as a single group. The following objectives apply equally to both goals. In the next section, Action Plans, a specific list of projects is tied to each Objective.

1. E-Gov
2. Records Management
3. Applications Modernization
4. Technical Infrastructure Modernization
5. IT Support Policies & Procedures

It should be noted that these objectives are interconnected in two ways. First, they must all be achieved to some extent to realize the goals. Second, as each varies in size, it will impact the others.

Objective 1. E-Gov

By 2003, Marin County will have developed robust, secure, service oriented Internet and Intranet facilities. Many, if not most, service and information requests from citizens and businesses can be fulfilled directly. Most County records will be available on line. The facility will support direct wired as well as mobile access so that County staff can perform their duties wherever needed.

Objective 2. Records Management

All Marin County departments will be accessing and archiving their documents electronically in 2003. Some departments in Marin County will have also captured and filed their archived records electronically. Electronic records are required to support Intranet and Internet applications, workflow across departments and telecommuting. They contribute to a Records Management policy to reduce paper and unnecessary duplication. The county infrastructure must provide scanning options, document management, search and retrieval functionality, secure and redundant storage methods and a robust network.

Objective 3. Applications Modernization

In 2003, all interdepartmental computer applications will be accessible via the County Internet and Intranet. All new systems and planned upgrades to any application system will result in their being accessible via the County Internet and Intranet.

Objective 4. Infrastructure Modernization

In 2003, all of the county's personal computers will be running the same version of Microsoft Windows and Office that will be the most recent, stable version. Some county staff will be using their PC as a telephone and others will be using text to speech technology to receive e-mail and communicate with the public.

The internal network in the Civic Center will have a gigabit backbone and upgrade of ten times over the current backbone. All county maintained servers will be running the latest release of Windows 2000 server and county storage will be maintained in a single, fault tolerant cabinet with high speed, high density backup and the ability to move county records to optical media for off site storage.

The county's wide area network will have three components: an internal WAN which serves only county departments; a secure Information Network (I-Net) which will connect the county to its business partners such as the cities, special districts, and non-profits; and a very high speed connection to the Internet.

Security policy is firmly established in all IST operations and there is a designated security officer reporting directly to the director of IST. IST receives annual independent audits from an outside vendor to review network, server and application adherence to the security policy.

In 2003 county staff are maintaining the server and storage complex twelve hours a day, six days a week to accommodate up to 500 remote users of the data center complex. A network vendor maintains the entire county network twenty-four hours a day, seven days a week.

Objective 5. IT Policies, Support and Training

This objective relates to the manner in which the County supports and manages the IT function within the County of Marin organization. In that regard, this objective defines some specific policies, staff support levels, and training that are required for a successful IS Strategic program

Policy Guidelines:

- A. New technology services and projects will be clearly defined. User approval and funding is required prior to development.
- B. County funding will only be provided for IT projects that are compatible with the County's strategic plan
- C. IT projects must comply with the IT standards established by Information Services Department and approved by the IS SPC and the BOS
- D. County infrastructure, including all network facilities, servers, and enterprise software will be the sole responsibility of the IS department.
- E. IT technical staff must be defined within HRS job descriptions

Support Levels:

- A. User expectations for service and support must be clearly articulated with corresponding levels of funding. The estimates in this document assume normal business hours support for all IST functions except E-Gov and the Network. E-Gov & the Network will be monitored during off hours by contracted service providers.
- B. Provide a level of Help Desk support that guarantees, within acceptable parameters, 4-hour resolution of problems.

Training:

In order for the County to embrace the new IT paradigm, there needs to be a comprehensive and rigorous training program that allows all County employees to become fully proficient in using the new IT facilities.

VI. IST Technology Action Plans

Action Plan Key	Staff Needed	Other Costs	3 Year Cost	Suggested Start
Action Item: An explanation of the project required to meet the objective Administrator's Response: <i>Priority:</i> High Medium Low Commentary: Identification of funding and timing	Personnel required to create & operate Hiring Needed	Non-staff expenses required to create & operate	Gross \$ Net IST Cost \$	1/2001

Objective 1-E-Gov

1-E-Gov Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
1-A-E-GOV-Extend Marin County Business to the Internet Extend County operations, via the Internet, to the citizens of Marin and our business partners. <u>See the E-Gov Report for details.</u> These resource estimates assume that the Security, Imaging Platform and Document Management projects are approved. Administrator's Response: <i>Priority:</i> High Medium Low Commentary:	5 to build plus content developers in other departments 5 to operate Recommend 4 new hires	\$870,000 to build \$750,000 annually to operate	\$1,865,000 \$1,650,000	11/2000

Objective 2-Records Management

2-Records Management Action Plans	Staff Needed	Other Costs	3 year Cost	Suggested Start
<p>2-A-Establish Countywide Platform for Imaging</p> <p>Provide a software and hardware infrastructure that enables every county department to initiate and implement imaging applications from a common platform. This project would facilitate the sharing of imaged records within and across departments, reduce the requirement to store paper and enforce records management standards. The project includes the purchase of sufficient software licenses and storage capacity to support a gradual increase in imaged records. NOTE: The cost of the actual scanning is not included in this project. Departments would either need to provide for scanning in-house or outsource the scanning function.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low <i>Commentary:</i></p>	<p>2 to build & support starting in FY 2000-2001</p> <p>Recommend operate with existing staff</p>	<p>\$175,000 one time cost</p> <p>\$18,000 annual cost</p>	<p>\$641,000</p> <p>\$430,000</p>	<p>1/2001</p>
<p>2-B-Establish Countywide Platform for Document Management</p> <p>Provide a software and hardware infrastructure that enables every county department to manage their electronic document files. The software would provide for indexing and searching all documents. This includes moving all County work stations to MS Office 2000. This project would facilitate the timely location of information, manage the life cycle of documents and reduce paper storage. The project includes the purchase of sufficient document management and workflow software licenses and storage capacity to support a gradual increase in electronic records.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low <i>Commentary:</i></p>	<p>2 to build and support starting in FY 2001-2002</p> <p>Recommend 1 new hires</p>	<p>\$323,000 one time cost</p> <p>\$25,000 annual cost</p>	<p>\$702,000</p> <p>\$527,000</p>	<p>4/2001</p>

Records Management Action Plans	Staff Needed	Other Costs	3 year Cost	Suggested Start
<p>2-C-Assessor's Electronic Records</p> <p>Capture and store the existing paper records for 96,000 properties in a digital format. The electronic property records will support property assessment function, free space in the Assessor's office and archive permanent records. This project would allow all appraisal records to be viewed at any authorized workstation either on-site or from a remote location. The project cost includes one time cost of scanning almost 2,000,000 pages of information and the optical storage required to house the images. This assumes the Assessor will fund the actual conversion costs.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>.3 for one year to build in FY 2000-2001</p> <p>Recommend build with existing staff</p>	<p>\$265,000 one time cost</p> <p>\$15,000 annual cost</p>	<p>\$319,000</p> <p>\$145,000</p>	<p>1/1/2001</p>
Total Records Management Action Plans			<p>\$1,662,000</p> <p>\$1,102,000</p>	

Objective 3-Applications Modernization

3-Applications Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>3-A-Assessor's Work Flow</p> <p>Re-engineer and automate flow of work through Recorder's Mapping, Administrative and Appraisal divisions of the Assessor's office. This project would replace all of the Mac based appraisal functions developed by the Assessor's staff over the last ten years.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>3 to build .5 to run</p> <p>Recommend build & operate with existing staff</p>	<p>\$</p>	<p>\$375,000 \$0</p>	<p>Underway currently</p>
<p>3-B-Auditor's Data Warehouse</p> <p>Create a data warehouse (with an ACCESS front end) for some of the Property Tax data regularly needed by the Auditor. This project would allow Auditor's staff to quickly analyze and respond to the many requests they receive for budgeting, reporting and general tax information.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>.3 to build</p> <p>Recommend build with existing staff</p>	<p>\$</p>	<p>\$24,000 \$0</p>	<p>3/2001</p>
<p>3-C-Community Development Agency Building Permit Management and Tracking System</p> <p>Develop a work flow application to manage building permits from point of submission through approval and inspection from permit approval through build out. Include imaging, retrieval of permits and the development of an Internet Web Site for permit applications.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>1 to build .25 to run</p> <p>Recommend 1 new hire</p>	<p>\$87,000 to build \$19,000 to operate</p>	<p>\$230,000 \$0</p>	<p>ASAP</p>

3-Applications Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>3-D-CJIS Windows Enhancement</p> <p>Start to modernize CJIS by replacing selected primary input functions with a Windows compliant look and feel. Convert the Public Defender, Probation and Sheriff's Booking functions to look like a Microsoft Windows application while providing links to the CJIS database as well as more modern databases.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>5 to build</p> <p>1 to run</p> <p>Recommend hire 2 in second year</p>	<p>\$</p>	<p>\$890,000</p> <p>\$380,000</p>	<p>Ongoing currently</p>
<p>3-E-District Attorney's Case Management System</p> <p>Convert Omnis based applications to windows environment. Replace access to DA CJIS functions with a more modern, Window's based system.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>4 to build</p> <p>2 to run</p> <p>Recommend add 1 in 2000-2001 and 1 in 2001-2002</p>	<p>\$35,000</p>	<p>\$550,000</p> <p>\$425,000</p>	<p>2001</p>
<p>3-F-Financial System Enhancements</p> <p>Continue to upgrade the AMS financial system software. This positions the County to move to AMS's Intranet based application due in 2002 at no additional cost. If we don't stay current, we will have to purchase the software at a cost estimated around \$1,000,000. If we were to shift to either SAP or PeopleSoft financials to obtain a more modern system it would cost many millions of dollars.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>1.7 to build</p> <p>1 to run</p> <p>Recommend add 1 in 2000-2001</p>	<p>\$40,000</p>	<p>\$380,000</p> <p>\$255,000</p>	<p>Must start immediately to meet state mandate</p>

3-Applications Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>3-G-GIS-Phase II-County Agency Participation</p> <p>This project would expand the current GIS MarinMap project to include all appropriate County Agencies. The estimate of 2 FTEs is to provide the IST staff to support this effort. The first of these people, a data base administrator, is required to set up and manage appropriate access and facilitate the addition of Agencies data to the system.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>2 to run</p> <p>Recommend add 1 in 2000-2001 and a second in 2001-2002</p>	<p>\$35,000</p>	<p>\$425,000</p> <p>\$425,000</p>	<p>1/2001</p>
<p>3-H-GOLD Budget Preparation System</p> <p>This project would continue and expand the development of an Intranet based budget preparation system for the County. While some parts of the GOLD system are operational, others are being revised to reflect the experience of the Auditor and CAO's staff in the most recent budget development effort. The system will require the continued efforts of 2 FTE to complete the original project goals plus some enhancements and an ongoing FTE to support future changes needed to keep the system useful for the CAO and Auditor.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>2 to build</p> <p>1 to run</p> <p>Recommend use existing staff</p>	<p>\$20,000</p>	<p>\$355,000</p> <p>\$20,000</p>	<p>Ongoing currently</p>

3-Applications Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>3-I-HHS Client Database and Data Warehouse</p> <p>This system will create a way to find and track clients in all 17 of the databases currently supported by HHS. It will also create a warehouse of statistical and demographic information necessary to provide recommendations to County management on HHS issues. It also creates the foundation for information sharing and analysis with Criminal Justice systems to track cases as they move back and forth across the Social Services/Public Health/Mental Health/Criminal Justice processes.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>5 to build</p> <p>5 to run</p> <p>Hire project leader in year 1 and build up team in years 2 & 3</p>	<p>\$80,000</p>	<p>\$950,000</p> <p>\$950,000</p>	<p>10/2000</p>
<p>3-J-Justice Data Warehouse</p> <p>This project is to establish a data warehouse of justice information and then to integrate that information with HHS information. The creation of the Justice warehouse is estimated at 2 FTEs and the integration with HHS is estimated to require 3 FTEs.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>3 to build</p> <p>2 to run</p> <p>Recommend add 1 in 2001-2002</p>	<p>\$20,000</p>	<p>\$460,000</p> <p>\$195,000</p>	<p>2002</p>

3-Applications Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>3-K-Payroll System Enhancements</p> <p>Enhance payroll to provide an unlimited set of deductions for each employee and to provide for automation of many year end and W-2 related activities. This project is requested by both the Auditor and Human Resources and will require modifying not only the payroll programs but also the look and feel of all reports, checks, etc. It is estimated it will take 2.4 FTEs to accomplish the work.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>2.4 to build</p> <p>Recommend new hire ASAP due to imminent retirement of support person</p>	<p>\$20,000</p>	<p>\$310,000</p> <p>\$145,000</p>	<p>ASAP</p>
<p>3-L-Probation System Enhancements</p> <p>Add features to the Juvenile Probation system. Provide Access support for internal databases and accounting. Provide additional features for the Adult Offender Work Program system.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>2 to build</p> <p>Recommend existing staff to build</p>		<p>\$180,000</p> <p>\$0</p>	<p>2002</p>
Total Application Modernization			<p>\$5,124,000</p> <p>\$2,790,000</p>	

Objective 4-Infrastructure Modernization

4-Infrastructure Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>4-A-Security Program (BCP 4)</p> <p>Implement a countywide security program. The program includes development and board approval of <u>security and privacy policies</u> (including the HHS HIPPA requirements). Based on these approved policies the county would contract with and independent vendor to <u>audit</u> all county departments for compliance. In parallel with the audit, IS would install <u>firewall and virtual private network devices</u> for control of access the county servers from the Internet.</p> <p>The security policy would also be implemented in the design and deployment of Windows 2000 server.</p> <p>The principal results of this investment are the support of the E-Gov and Tele-worker projects.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>1 to operate starting in FY 2000-2001</p> <p>Recommend 1 new hire</p>	<p>\$135,000 \$20,000 annually</p>	<p>\$390,000 \$390,000</p>	<p>ASAP</p>
<p>4-B-Central Storage (includes BCP 8)</p> <p>Implement a central electronic storage capability for all of the county records (estimated at 7 terabytes). This storage facility will hold all of the county documents and data planned for the next three years. It includes the new linear tape backup technology. (BCP 8) required for county records.</p> <p>This storage facility will support the new e-mail strategy, the new three-tier application technology, Intranet storage, imaging and COLD.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>1 to operate</p> <p>Recommend use existing staff</p>	<p>\$400,000 plus \$40,000 annually</p>	<p>\$695,000 \$480,000</p>	<p>ASAP</p>

Infrastructure Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>4-C-Civic Center Network upgrade (BCP 9)</p> <p>This project will replace the 7-year-old network backbone devices, which are approaching the end of their useful and vendor supported life. It will also implement a fault tolerant design to maximize availability to all county staff. Speed on the backbone will increase by ten times which is needed to support the new applications such as imaging, workflow, digital telephone and COLD.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>2 to operate Recommend operate with existing staff</p>	<p>\$800,000 plus \$40,000 annually</p>	<p>\$1,190,000 \$800,000</p>	<p>4/1/2001</p>
<p>4-D-Connect the telephone switch to the digital network</p> <p>Enhance the Lucent telephone switch to connect to the county data network. Provide the ability for a WEB page to connect dial a county telephone. Convert IST to digital voice with soft (pc based) telephones. Implement text to speech for e-mail and for broadcast voice mails. Implement the new government 473 prefix for all county telephones.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>1 to operate Recommend hire in FY 2001-2002</p>	<p>\$165,000</p>	<p>\$340,000 \$340,000</p>	<p>7/2001</p>

4-Infrastructure Modernization Action Plans	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>4-E-Help Desk Software Upgrade (BCP 3)</p> <p>The Customer Support Branch is implementing software approved last fiscal year to improve the tracking and reporting of help desk calls and work orders. Implement an enterprise (all county departments and all components of the IS architecture) and web based help desk knowledge management to resolve up to 20% of the calls normally handled by IST staff.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>Little installation impact on staff</p> <p>Recommend operate with existing staff</p>	<p>\$30,000 plus \$10,000 annually</p>	<p>\$50,000 \$50,000</p>	<p>ASAP</p>
<p>4-F-Server Operating System Upgrade (BCP 11)</p> <p>Implement new, rack mounted hardware for the county's core servers and have them run Windows 2000. Covert all of the data to this new environment and implement a tightly coupled server/pc desktop access control policy. If the central storage is approved, reduce the cost by \$100,000.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>Little installation impact on staff</p> <p>Recommend build with existing staff</p>	<p>\$210,000 plus \$20,000 annually</p>	<p>\$230,000 \$230,000</p>	<p>4/1/2001</p>
<p>4-G-Tele-worker Support (BCP 5)</p> <p>Provide support for up to 500 County staff to work remotely. This includes the hardware, software and personnel support needed to make tele-working effective. This project assumes that the security, E-Gov and Records Management projects are pursued. The standard support level for a mix of full and part time remote work situations is 1 person per 150 workstations. Add vehicles in year two and year three.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>3 to support</p> <p>Recommend new hire in each of 3 years</p>	<p>\$97,000</p>	<p>\$557,000 \$557,000</p>	<p>4/1/2001</p>
Total Infrastructure Modernization Action Plans			<p>\$3,520,000 \$2,915,000</p>	

Objective 5-IT Policies, Support, and Training

5-IT Policies, Support and Training Action Plans:	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>5-A-Projects/Contracts manager</p> <p>Add one high level staff person reporting to the Director with the responsibility to:</p> <ol style="list-style-type: none"> 1. Develop a Project Initiation and Approval Process 2. Establish Support level matrices 3. Update and maintain IT standards 4. Provide status and performance measurements for all IT projects and support functions 5. Update IT position descriptions in conjunction with HR 6. Increasingly IST is contracting for services that it cannot provide in-house. Examples are internet services, hardware maintenance, and software maintenance. In the near future, IST will be negotiating service level agreement for the county E-Gov site. This position will monitor performance on all IST contracts to insure quality and quantity are delivered. <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>1 to operate starting in FY 2000-2001</p> <p>recommend new hire</p>	<p>\$20,000</p>	<p>\$235,000</p> <p>\$235,000</p>	<p>ASAP</p>
<p>5-B-Furnish a new training facility in Bel Marin Keys with appropriate workstations and audio-visual facilities.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>		<p>\$40,000</p>	<p>\$40,000</p> <p>\$40,000</p>	<p>10/2000</p>

5-IT Policies, Support and Training Action Plans:	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p>5-C-Build a new training facility in or near the Civic Center with appropriate workstations and audio-visual facilities. Estimate is based on using existing County space.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>		\$80,000	<p>\$80,000</p> <p>\$80,000</p>	7/2001
<p>5-D-Increase IST training budget for specific technical training related to development and systems management. Based on industry standard of \$5,000 per staff member and current staff FTE count of 62.</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>		310,000 per year	<p>\$770,000</p> <p>\$470,000</p>	1/2001
<p>5-E-Increase training budget in other Departments for technical staff to insure common skill levels and technical competence to assure robust operating environment. Based on industry standard of \$5,000 per staff member and estimated technician count of 15 currently. Note: not an IST budget item!</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>		\$75,000 per year	<p>\$187,500</p> <p>\$187,500</p>	1/2001
<p>5-F-Hire dedicated staff to establish a formal technology training program and provide all technical training for the County of Marin</p> <p>1 Training Supervisor</p> <p>1 Training analyst (year one)</p> <p>1 training analyst (year two)</p> <p><i>Administrator's Response:</i> <i>Priority:</i> High Medium Low Commentary:</p>	<p>3</p> <p>recommend 1 new hire in each of 3 years</p>	\$90,000	<p>\$550,000</p> <p>\$550,000</p>	4/2001

5-IT Policies, Support and Training Action Plans:	Staff Needed	Other Costs	3 Year Cost	Suggested Start
<p><u>5-G-Adopt fixed support levels</u></p> <p>Bring the level of support staff up to industry standards. The County currently employs approximately 24 staff in first and second level support capacities. This is a mixture of IST and Departmental staff.</p> <p>The expected ratios are: 1 first level support person for every 75 workstations. 1 second level support person for every 150-200 workstations. Given the current inventory of approximately 1500 workstations this would suggest a necessary staff complement of 28 persons.</p> <p>It is expected that the number of workstations will grow for at least the next two years.</p> <p>First level support: Support standard desktop products, provide training as needed, provide help desk staff who resolve computer problems. IST will manage an enterprise wide Help Desk. Departments may hire their own staffs as needed or contract with IST to manage these people. IST will provide support for small departments.</p> <p>Second Level Support: Design, write & provide support with third party applications, resolve more complex problems especially involving integration issues such as security, network, operating systems, etc. IST will manage these staff.</p> <p>Administrator's Response: Priority: High Medium Low Commentary:</p>	<p>28 to run</p> <p>Add 4 in 2000</p> <p>Add 3 in 2001</p> <p>Add 3 in 2002</p>	<p>\$155,000</p>	<p>\$7,930,000</p> <p>\$1,810,000</p>	<p>1/2001</p>
<u>Total IT Policies, Support and Training Action Plans</u>			<p>\$9,792,500</p> <p>\$3,372,500</p>	

VII. Exhibits

Exhibit 1-Relationship of ISSPC Projects to County Goals

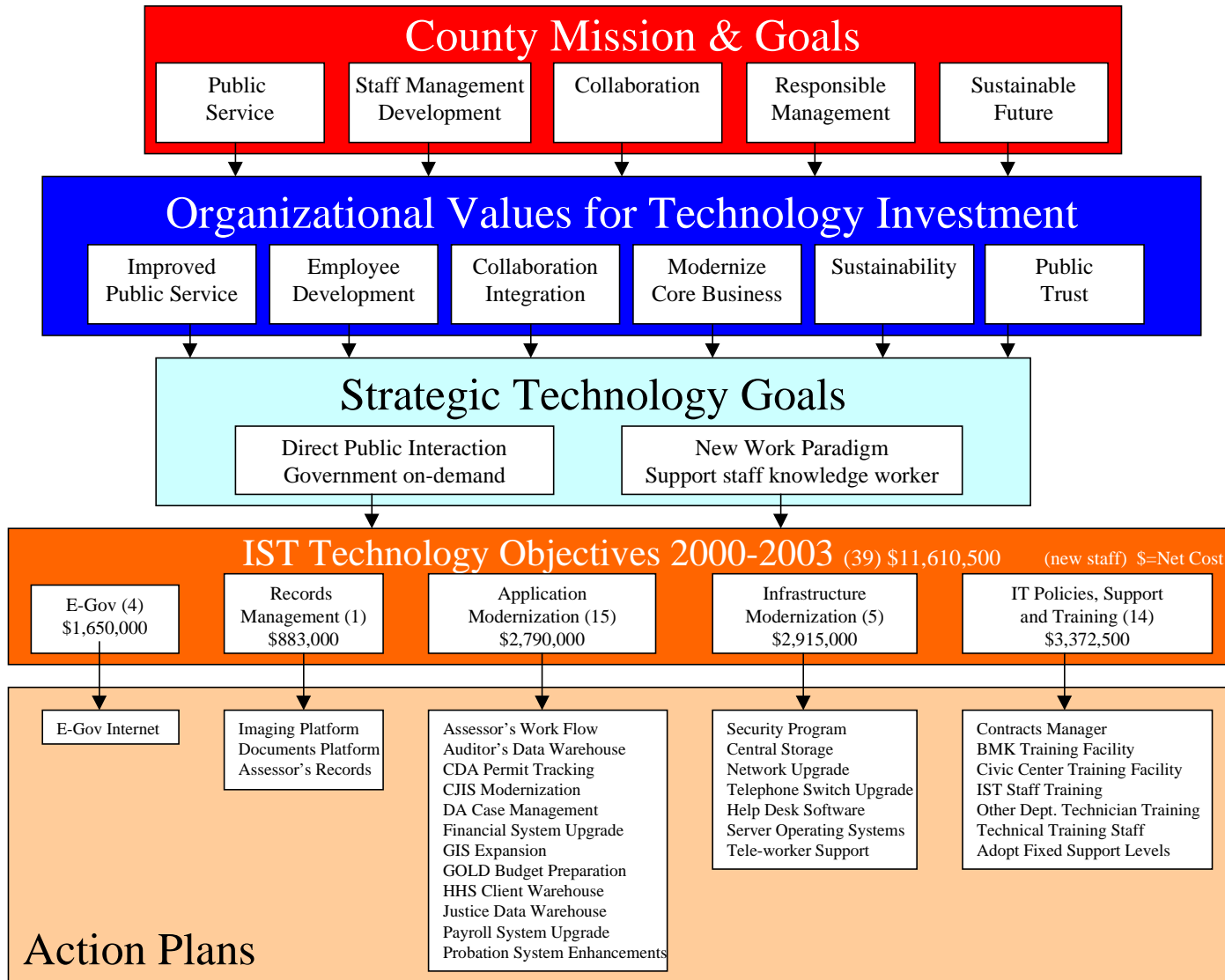


Exhibit 2-Analysis of 3 year costs

Strategic Plan 3 year cost analysis		2000	2001	2001	2002	2002	2003	Total	3 Years
Action Plans	Start	New Hires	Net Cost	New Hires	Net Cost	New Hires	Net Cost	New Hires	Net Cost
1-A E-Gov Internet	1/1/01	2	\$340,000	2	\$ 650,000		\$660,000	4	\$1,650,000
2-A Imaging Platform	1/1/01		\$103,000		\$ 18,000		\$90,000		\$211,000
2-B Document Management Platform	7/1/01		\$92,000	1	\$ 246,000		\$189,000	1	\$527,000
2-C Assessor's Electronic Records	1/1/01		\$115,000		\$ 15,000		\$15,000		\$145,000
3-A Assessor's Work Flow	Ongoing		\$0		\$ -		\$0		\$0
3-B Auditor's Data Warehouse	3/1/01		\$0		\$ -		\$0		\$0
3-C CDA Permit Tracking	1/1/01	1	\$0		\$ -		\$0	1	\$0
3-D CJIS Windows Enhancement	Ongoing		\$0	2	\$ 190,000		\$190,000	2	\$380,000
3-E DA Case Management	1/1/01	1	\$50,000	1	\$ 185,000		\$190,000	2	\$425,000
3-F Financial Systems Enhancements	1/1/01	1	\$70,000		\$ 90,000		\$95,000	1	\$255,000
3-G GIS Support	1/1/01	1	\$50,000	1	\$ 185,000		\$190,000	2	\$425,000
3-H GOLD Budget Preparation System	Ongoing		\$0		\$ 20,000		\$0		\$20,000
3-I HHS Client Data Warehouse	1/1/01	2	\$100,000	2	\$ 370,000	1	\$480,000	5	\$950,000
3-J Justice Data Warehouse	7/1/01		\$0	1	\$ 95,000		\$95,000	1	\$190,000
3-K Payroll System Enhancements	1/1/01	1	\$50,000		\$ 90,000		\$5,000	1	\$145,000
3-L Probation System Enhancements	7/1/02		\$0		\$ -		\$0		\$0
4-A Security Program	1/1/01	1	\$165,000		\$ 135,000		\$110,000	1	\$410,000
4-B Central Storage	1/1/01		\$440,000		\$ 44,000		\$44,000		\$528,000
4-C Network Upgrade	4/1/01		\$300,000		\$ 300,000		\$200,000		\$800,000
4-D Telephone Switch Upgrade	7/1/01		\$0	1	\$ 245,000		\$95,000	1	\$340,000
4-E Help Desk Software Upgrade	1/1/01		\$30,000		\$ 10,000		\$10,000		\$50,000
4-F Server Operating System Upgrade	4/1/01		\$100,000		\$ 110,000		\$20,000		\$230,000
4-G Telework technical support	4/1/01	1	\$30,000	1	\$ 210,000	1	\$317,000	3	\$557,000
5-A Projects/Contracts Manager	1/1/01	1	\$50,000		\$ 90,000		\$95,000	1	\$235,000
5-B Bel Marin Keys Training Facility	1/1/01		\$40,000		\$ -		\$0		\$40,000
5-C Civic Center Training Facility	7/1/01		\$0		\$ 80,000		\$0		\$80,000
5-D Adjust IST Training Budget	1/1/01		\$50,000		\$ 210,000		\$210,000		\$470,000
5-E Adjust Other Departments Training Budget	1/1/01		\$37,500		\$ 75,000		\$75,000		\$187,500
5-F Technical Training Staff	4/1/01	1	\$35,000	1	\$ 205,000	1	\$310,000	3	\$550,000
5-G Support Levels	1/1/01	4	\$200,000	3	\$ 645,000	3	\$965,000	10	\$1,810,000
Total all Action Plans		17	\$2,447,500	16	\$4,513,000	6	\$4,650,000	39	\$11,610,500
Impact of leasing capital items			-\$878,560		-\$269,000		\$279,000		-\$868,560
Net Cost to County			\$1,568,940		\$4,244,000		\$4,929,000		\$10,741,940